



DEPARTMENT OF THE ARMY  
U. S. NATO, SHAPE Battalion  
Unit 21420  
APO AE 09705

ACSB-CO

12 October 2005

MEMORANDUM FOR All SHAPE Battalion, United States Army NATO Personnel

SUBJECT: Counseling for Subordinates – POLICY LETTER #2

REFERENCES: Army Regulations 623-105 (dated 17 December 2004) and 623-205 (dated 15 May 2002)

1. This memorandum provides my guidance for counseling Soldiers of SHAPE Battalion.
2. Effective immediately, all companies and staff sections will enforce and implement procedures to ensure all SHAPE Battalion personnel are counseled in accordance with Army Regulations 623-105 (Officer Evaluation Reporting System) and 623-205 (Noncommissioned Officer Evaluation Reporting System).
3. Counseling is leader business. While time-consuming and (sometimes) uncomfortable, there are few things more important than using constructive counseling to develop our future leaders---it is something that leaders and supervisors must do. Your subordinates deserve to know how their performance measures up to the expected standards and should be given the guidance and opportunity to improve, where required. Verbal counseling, while also useful, is not a substitute for the required written counseling.
4. Noncommissioned officers (CPL and higher) will be counseled in writing at least quarterly. SPCs and below will be counseled in writing at least monthly. Additionally, Soldiers in the primary zone for promotion to SGT and SSG who are not recommended for promotion will be counseled in writing monthly by the company commander.
5. Enlisted personnel will be counseled using the NCO Counseling Checklist/Record (DA Form 2166-8-1) and the Developmental Counseling Form (DA Form 4856). Officers will be counseled using their Officer Evaluation Support Forms (DA Form 67-9-1), the DA Form 4856, and the Junior Officer Developmental Support Form (DA Form 67-9-1a), as appropriate.
6. Counseling packets will be inspected during Command Inspections, or upon request. 1SGs will make these packets available during inspection, and will monitor both national and international Soldiers' counseling packets to ensure compliance with this policy.
7. Point of Contact for this policy is the SHAPE Battalion CSM at extension 5287.

  
JOSEPH R. CALLOWAY  
LTC, AG  
Commanding